

SULLIVAN COUNTY, NH



REQUEST FOR PROPOSALS FOR MARKET STUDY ON COMPENSATION FOR COUNTY EMPLOYEES

**PROPOSALS ARE DUE NO LATER THAN JANUARY 22, 2016
AND SHALL BE SEALED AND ADDRESSED TO:**

Jane Jontz, Director of Human Resources

Sullivan County

5 Nursing Home Drive

Unity, NH 03743

Phone: (603) 542-9511 x216

Fax: (603) 542-9214

jjontz@sullivancountynh.gov

www.sullivancountynh.gov

CONTENTS

1.	INTRODUCTION.....	1
2.	SCOPE OF SERVICES	2
3.	PROPOSAL PROCESS.....	5
4.	EVALUATION CRITERIA.....	6
5.	PROPOSAL REQUIREMENTS	6
6.	PRICING - FORMAT AND CONTENT	7
7.	CONTRACTUAL AGREEMENTS	7
8.	ABOUT SULLIVAN COUNTY	8
9.	CURRENT EMPLOYEE POSITIONS	9
10.	CURRENT GRADE SCALE	10
11.	NON-BARGAINING WAGE SCALE (AS OF 7/1/15).....	11
12.	COLLECTIVE BARGAINING UNIT WAGE SCALE (AS OF 7/1/15).....	12

MARKET STUDY ON COMPENSATION FOR SULLIVAN COUNTY, NH EMPLOYEES

1. INTRODUCTION

Sullivan County (hereafter called the County), with approximately 300 employees (including one collective bargaining unit) spread across its facilities in Newport and Unity, New Hampshire, seeks proposals from qualified vendors to conduct a market study on compensation packages for its union and non-union employees. Existing positions and employee counts, current grade structure, and current union and non-union wage scales are included at the end of this RFP.

The County asks vendors to carefully read and review this RFP and submit qualified proposals to the County by January 22, 2016.

Responding firms should have significant experience conducting wage/salary surveys and comparative analyses on this subject, preferably involving both public and private employers. If there is additional information that is relevant and will assist us in making our selection, please be sure to include it. This document describes the County's informational requirements but vendors should feel free to propose relevant additional activities that would contribute to the County's described objective.

Sullivan County is aware of the time and effort required to prepare responses to proposals and invites vendors to let us know of any proposal requirements that are unclear and/or create difficulty in responding. Sullivan County reserves the right to reject any and/or all proposals and to waive any informalities or irregularities in procedure.

INTENT AND PURPOSE OF THIS RFP

Sullivan County endeavors to provide a competitive compensation package for all employees. The County seeks a vendor to partner in its efforts to review its compensation program for all County employee positions compared with similar jobs in representative markets. The objective is to have independently derived compensation information from which to make wage and salary decisions that improve the County's competitiveness in employee attraction and retention, thereby increasing employee satisfaction and lowering the cost of County services in the long run.

COUNTY CONTACT

In an effort to maintain consistency and equity in responding to questions concerning the RFP, the County encourages vendors to direct any questions regarding the RFP to: ***Jane Jontz, Director of Human Resources via phone: (603)542-9511 ext. 216, fax: (603) 542-9214, or email: jjontz@sullivancountynh.gov.*** Vendors are asked not to contact any other County personnel.

TIMEFRAME

The following schedule outlines key dates of the RFP process:

Activity	Dates
Release RFP	December 15, 2015
Deadline for submission of proposals	January 22, 2016
Evaluation of proposals and selection process	Week of January 25, 2016
Interview finalists*	Week of February 1, 2016
Award of contract	February 8, 2016
Presentation of completed work	No later than March 25, 2016

- * All firms must set aside the requested dates for potential interviews. Due to the short timeline, only these dates and times will be made available for interviews. The County will attempt to arrange interview schedules in accordance with vendor availability within the week specified.

OVERVIEW OF COUNTY JOBS

As of December 15, 2015, the County has a total of 299 employees (218 full time and 81 regular part time). The County has 41 salaried and 258 hourly employees. The current wage /salary schedules consist of 30 job grade pay ranges. The County's employees are situated in the following locations:

- Newport Office, 14 Main Street, Newport: County Commissioner's Office, County Attorney's Office, Sheriff's Office, and Registry of Deeds.
- Sullivan County Health Care, 5 Nursing Home Drive, Unity: Long Term Nursing Care, Rehabilitative Nursing Care and a Memory Unit (includes administrative, nursing, housekeeping, dietary, and activities functions). The County's Human Resources, Facilities and Natural Resources offices are also located at this facility.
- Department of Corrections, 103 County Farm Road, Unity: Correctional Facility includes administrative, correctional, clinical, and nursing functions.

2. SCOPE OF SERVICES

A thorough compensation and classification study/analysis of the County and organizations that draw on a shared labor market will clarify the County's current position and its ability to recruit and retain talented employees to provide quality services. It is expected that the study will recommend what actions should be taken, if any, to retain qualified staff and improve our recruitment of new employees, while competitively compensating our current employees. In addition, it is expected that the study will outline the necessary adjustments to the County's compensation guidelines, policies, and salary/wage structure to ensure appropriate compensation, account for key benchmark data such as employee's performance, time in job, benefits, special achievements, or rectify compression/equity issues.

The scope of this request requires the vendor to:

1. Conduct an employee compensation and classification study of public and private employers who provide services comparable to the County's job positions;
2. Prepare a comparative analysis that identifies the County's competitive position in the labor market for union and non-union employees;
3. Provide a recommendation for salaries, hourly rates, and benefits including the total compensation package of insurance and other benefits (i.e. paid leave, etc.);
4. Formulate recommendations for compensation guidelines and policies to maintain competitiveness, reward employees, and assure equity in the County's compensation; and
5. Offer a firm fixed price proposal to achieve the stated objectives.

Specifically, the County seeks a vendor that will provide the following services:

1. Attend meetings, if requested, with the County's Director of Human Resources, County Manager, County Commissioners, and possibly the Delegation's Executive Finance Committee to discuss the project and, upon conclusion, explain the methodology, survey results, and recommendations.
2. Analyze the County's pay practices, pay guidelines, policies, and wage/salary structure.
3. Conduct marketplace research to determine appropriate competitive compensation (base pay), including a survey of compensation policies and procedures to include the type of compensation system (e.g., number of pay ranges). Organizations chosen for comparative data and analysis should be selected using rationale proposed by the vendor with concurrence from the Director of Human Resources and County Manager.
4. Profile survey of the government organizations and private employers listed below. Information should include, but not be limited to, name of entity, geographic location, type of organization, number of employees, job titles, job classifications, pertinent wage compensation data, benefits, etc.

It is anticipated that, as an important source of data, these organizations would logically match the work processes comparable to Sullivan County and are in reasonable proximity to our sites.

General Government Services:

Cheshire County
Grafton County
Hillsborough County
Merrimack County
Windsor County (VT)
City of Claremont
City of Concord
City of Lebanon
City of Keene

Department of Corrections:

Charlestown Police Department, 18 minutes
Newport Police Department, 21 minutes
Whelen, Charlestown, NH, 22 minutes
Southern State Correctional Facility, Springfield, VT, 23 minutes
Sturm, Ruger & Co, Newport, NH, 24 minutes
SE State Correctional Facility, Windsor, VT, 37 minutes
Lebanon Police Department, 40 minutes
Cheshire County Jail, Keene, NH, 58 minutes
State Prison for Men, Concord, NH, 1 hour
Franklin County Jail, Greenfield, MA, 1:13 hours
Merrimack County Jail, Boscawen, NH, 1:38 hours
Orange County Jail, Chelsea, VT, 1:20 hours
Grafton County Department of Corrections, North Haverhill, NH, 1:23 hours
Hillsborough County House of Corrections, Manchester, NH, 1:25 hours
NH Correctional Facility for Women, Goffstown, NH, 1:31 hours
Hampshire County Jail, Northampton, MA, 1:36 hours
Rockingham County Jail, Brentwood, NH, 1:41 hours
Belknap County Jail, Laconia, NH, 1:43 hours

Sullivan County Health Care:

Pathways, Claremont, NH, 15 minutes
Elm Wood Center, Claremont, NH, 18 minutes
Valley Regional Hospital, Claremont, NH, 18 minutes
Whelen, Charlestown, NH, 22 minutes
Sturm, Ruger & Co., Newport, NH, 24 minutes
Woodlawn Care Center, Newport, NH, 25 minutes
Cedar Hill Continuing Care Community, Windsor, VT, 28 minutes
Springfield Health and Rehab, Springfield, NH, 30 minutes
Mount Ascutney, Windsor, VT, 35 minutes
Brookside Nursing Home, White River Junction, VT, 44 minutes
New London Hospital and William P Clough Extended Care Center, New London, NH, 45 minutes
Lebanon Center, Lebanon, NH, 48 minutes
Alice Peck Day Hospital, Lebanon, NH, 50 minutes
Dartmouth-Hitchcock Medical Center, Lebanon, NH, 51 minutes
Cedarcrest Center, Keene, NH, 53 minutes
Cheshire Medical Center, Keene, NH, 54 minutes
Keene Center, Keene, NH, 54 minutes
Westwood Center, Keene, NH, 55 minutes
Pine Rock, Warner, 56 minutes
Kendal at Hanover, Hanover, NH, 57 minutes
Maplewood, Westmoreland, NH, 1 hour

5. Provide base pay salary and wage data from the study survey with analysis of positions from comparable entities. The base pay salary and wage survey shall include:
 - a. Pay range comparison to the County for each County employee position;
 - b. Existing employee average pay rate comparison from entities used in the study compared to the County's current rates;
 - c. The County's market position for each position individually, and overall using equivalent job positions, wage/salary rates, etc.

6. Prepare a new wage/salary structure based on the results of the study. Design pay range options consistent with the County's pay philosophy and reflect competitive pay practices for the County.
 - a. Recommended wage and salary rates and ranges to include percent spreads between job classifications.
 - b. Pay delivery: use of merit pay, etc. and with what frequency do base pay increases occur, minimum and maximum ranges for percent base pay increase for the next 12-24 months.
 - c. Fair Labor Standards Act designation for each job title /classification.
 - d. Compression analysis: Identify internal equity and compression issues and make recommendations to rectify any identified problems.
 - e. On Call compensation adjustments and shift differentials where applicable (what positions, amount adjustments, etc.).
 - f. Benefits comparative analysis: Survey benefits offerings to insure Sullivan County is offering competitive benefits with appropriate rates passed on to employees.

STUDY CONCLUSIONS

Vendor shall prepare a written final report of recommendations, including discussion of methods, techniques and data used and including an analysis of the financial impact for implementation of recommended compensation plan. Vendor should provide recommendations to allow the County to implement according to its ability to fund any recommended adjustments consistent with study methods and provide implementation support and training, as needed.

This section is not meant to provide an exhaustive and complete scope of services. Potential additional items may be added to this scope of services based on the vendor's response and contractual discussions with the County. A final scope of services agreement will be arranged between the County and the vendor during the awarding of the contract.

3. PROPOSAL PROCESS

The County seeks a firm experienced in conducting salary surveys and comparative analyses, preferably involving both public and private employers. This RFP reflects the County's commitment to partner with the right vendor. It is the County's intent that this RFP shall permit competition. It shall be the vendor's responsibility to advise the Director of Human Resources in writing if any language, requirement, specification, etc., or any combination thereof, inadvertently restricts or limits the requirements stated in this RFP to a single source.

If any statement within this RFP needs clarification, vendors may submit questions to the Director of Human Resources via fax or email. Any corrections or changes to the original RFP as a result of these questions shall be issued to all vendors and posted on the County website as soon thereafter as possible.

Proposals must meet or exceed the requirements contained herein. Sullivan County reserves the right to reject any and/or all proposals and to waive any informalities or irregularities in procedure.

4. EVALUATION CRITERIA

The RFP evaluation process will incorporate a comprehensive set of criteria representing strategic, operational, and tactical requirements that are important to the County. Vendors should take note of these criteria when formulating their responses. These criteria include but are not limited to the following:

- Ability to satisfy all functional and technical requirements stated in this RFP;
- Capability and experience in providing consultant services to other counties, municipalities and/or organizations equivalent in size to Sullivan County;
- Ability to partner with the County in a mutually beneficial relationship;
- Initial pricing of solution and pricing flexibility during the life of the contract; and
- Ability to provide thoughtful leadership from planning through performance of the requisite services.
- Degree to which the vendor stays current through continued professional development;
- Verbal and written communication skills;
- Number and quality of references; and/or
- Other qualifications/criteria as deemed appropriate by the Board of Commissioners and designees.

Following a thorough evaluation of each vendor's response to this RFP, the County may select one or more finalists to participate in the next stage of the selection process.

STATEMENT OF COMPLIANCE

By sending the proposal to the County the vendor acknowledges that its response is in full compliance with the expectations specified in this RFP. The RFP will be attached to the contract between the selected vendor and the County. The Director of Human Resources and the County Manager will read, review, and evaluate each proposal and a recommendation will be made to the County Commissioners on the basis of the criteria listed above.

5. PROPOSAL REQUIREMENTS

The County is committed to partnering with a vendor who has a clearly defined, compatible, and effective approach. Submitted proposals should demonstrate the qualifications, experience, and capability of the firms seeking to provide services in response to this RFP. Accordingly, at a minimum, responses should address all the points outlined below. The proposal should be prepared

simply and economically, providing a straightforward, concise description of the individual's and firm's capabilities.

1. Overall description of vendor's proposed approach the objectives and scope of work outlined in this RFP.
2. Name, address, telephone number, fax number and e-mail address of team members.
3. Name of contact person and telephone number for purposes of following up on the proposal.
4. Description of the vendor, including the size of the firm, the location of the office from which the work on this engagement is to be performed, and the number and nature of the professional staff to be employed in this engagement.
5. Narrative about the history of the firm, including date of inception, experience with New Hampshire public sector and compensation surveying experience.
6. Narrative of the qualifications of the team members proposed to work with the County.
7. Include a list of at least four (4) current references for which comparable work is being or has been performed. This list shall include county, municipality or private sector firm name, person to contact, address and telephone number.
8. State whether the firm has ever been disqualified or terminated by any public agency or private organization. If so please explain under what circumstances this disqualification or termination occurred.

6. PRICING - FORMAT AND CONTENT

The vendor should provide detailed pricing information for services requested in the scope of work. All travel and related expenses associated with the project shall be included in the lump sum price proposal. The vendor should provide payment terms including the resolution process for billing discrepancies.

7. CONTRACTUAL AGREEMENTS

This section is intended to form the basis for a contract that will be awarded as a result of this RFP. Please describe any additional provisions or statements you would like to have in a contract between your firm and the County for this project.

CONTRACT DURATION: The vendor should provide the estimated contract duration. The County is looking to complete the described scope of work within a six-week time period from the award of contract.

EARLY TERMINATION OF THE CONTRACT: The vendor should propose detailed information regarding the terms, conditions, and penalties associated with early termination by either party for some or all portions of the contract.

COMPLETION OF CONTRACT: The vendor should provide detailed information regarding the transition of services from the vendor to the County at the completion of the contract.

SUB-CONTRACTORS OR OTHER THIRD PARTIES: Responses should include any sub-contractors or third parties that will be involved in the services provided. The vendor may not hire any sub-contractor without prior written consent from the County. The vendor is responsible for the sub-contractor and its work, which must be performed according to the specifications in this proposal. Unless otherwise agreed in writing, the County has no financial obligation to the sub-contractor, and payments and financial arrangements with the sub-contractors will be made by the vendor.

GOOD BUSINESS PRACTICES: The vendor acknowledges that it is the County policy to comply with all applicable laws, regulations, permits and consent orders, and to act in a proper and ethical manner. Accordingly, in connection with services for the County, the vendor agrees to comply with applicable law, regulations, permits, and consent orders and further acknowledges that the County has an Employee Manual available upon request. These documents, along with other County policies and guidelines, provide an official statement as to how business should be conducted with the County and with which the vendor is expected to comply. The County may terminate services immediately in the event of a breach in the terms of this paragraph.

SUBSTANCE ABUSE AND SMOKE FREE WORKPLACE: The County is a Substance Abuse and Smoke Free Workplace.

INSURANCE: The successful consultant will provide Sullivan County at the time of contract execution with certificates of insurance in amounts no less than \$1,000,000/\$2,000,000 aggregate coverage for all liability, including professional liability, as well as evidence of the worker's compensation and employer liability insurance for all employees assigned to work on this project.

8. ABOUT SULLIVAN COUNTY

Sullivan County is located in west central New Hampshire, covers an area of 528 square miles, and is home to 14 towns (Acworth, Charlestown, Cornish, Croydon, Goshen, Grantham, Langdon, Lempster, Newport, Plainfield, Springfield, Sunapee, Unity, Washington) and one city (Claremont). The Town of Newport is the county seat. The estimated population of Sullivan County is 43,103 as of 2015.

9. **CURRENT EMPLOYEE POSITIONS**

Number of current incumbents is listed next to each position. “BU” indicates membership in the AFSCME Collective Bargaining Unit.

Sullivan County Health Care	
Administrator	1
Director of Nurses	1
Director of Dietary Services	1
Activities Director	1
Social Services Director	1
Business Office Manager	1
Advanced Registered Nurse Practitioner	1
Staff Development Coordinator	1
Staffing Coordinator	1
Social Worker	1
Clinical Reimbursement Coordinator	1
Central Supply Coordinator	1
Assistant Director-Food Services	1
Laundry Supervisor	1
Production Supervisor	1
Medical Data Systems Coordinator	1
Medical Coordinator	1
Unit Manager	4
Registered Nurse - Nursing Supervisor	2
Registered Nurse Charge (BU)	12
Licensed Practical Nurse Charge (BU)	29
Licensed Nursing Assistant (BU)	65
Licensed Medication Nursing Asst. (BU)	6
Housekeeper (BU)	17
Floor Care (BU)	TBD
Food Service Worker (BU)	15
Laundry Worker (BU)	6
Cook (BU)	4
Activity Aide (BU)	4
Ward Secretary (BU)	2
Baker (BU)	1
Administrative Assistant (Secretary I)	2

County Commissioners’ Office	
County Manager	1
Administrative Assistant (Secretary I)	1
Account Clerk I	1
Account Clerk II	1

Sheriff’s Office	
Captain	1
Deputy Sheriff	8
Deputy Sheriff–Dept. of Corr. Investigator	1
Bailiff	2

Department of Corrections	
Superintendent	1
Assistant Superintendent	1
Captain	1
Lieutenant	1
Sergeant	4
Corporal	6
Program Director	1
Clinician	2
Case Manager	2
Correctional Officer	29
Licensed Practical Nurse	4
Administrative Assistant (Secretary I)	1

Facilities & Operations	
Director of Facilities & Operations	1
Assistant Director of Facilities	1
Master Plumber	1
Electrician (BU)	1
Facilities Technician	3
Carpenter	1
Administrative Assistant (Secretary I)	1

Human Resources	
Director of Human Resources	1
Human Resources Generalist	1
Payroll Clerk	1
Human Resources Assistant	1

Registrar’s Office	
Deputy Registrar	1
Registry Clerk	2

County Attorney’s Office	
Deputy County Attorney	1
Assistant County Attorney	1
Administrative Assistant (Secretary I)	1
Secretary II	2
Victim-Witness Coordinator	1

Natural Resources	
Director of Natural Resources	1

10. **CURRENT GRADE SCALE**

Grade	Title	Grade	Title
1	<i>None</i>	11	Accounting I
2	Activities Aide		DOC Case Manager/Job Developer
	Secretary III		C.O.T.A.
	Food Service Worker		Registered Physical Assist
	Housekeeper		Student Assistance Councilor
	LNA Trainee		Central Supply Coordinator
	Unit Aide		Office Manager
3	Dietary Assistant		Quality Assurance
	Ward Secretary		Activities Director
	Staffing/Transportation	12	L.P.N. Charge
4	Laundry Worker		Payroll Clerk
	P.T. Aide		Human Resources Generalist
	SCHC BO Admin Asst.		Human Services Coordinator
	Account II		MDS Coordinator
	Custodian/Lead Housekeeper		Conservation Manager
	Maintenance Worker	13	Victim Witness Coordinator
	Lead Housekeeper		Sergeant
5	Corrections Officer		Staff Development Coordinator
	Registry Clerk	14	R.N. Charge
	Community Correctional Officer		Asst. Dir of Facilities
	Receiving Agent		Director of Natural Resources
6	Secretary II	15	Deputy Sheriff
	Baker	16	Nursing Supervisor
	Restorative Aide/ Admissions Coordinator		Director of Community Development
	Director of Admissions	17	Business Office Manager
	Cook		Clinician DOC
	Senior Maintenance Worker	18	Unit Manager
	L.N.A.		Clinical Care Coordinator
7	LMNA		Lieutenant DOC
	Deputy Registrar		Director of Dietary Services
8	Bailiff		Director of Social Services
	Director of Youth Collaborative Services	19	Assistant County Attorney
9	Production Mngt Supervisor		Chief Deputy Sheriff
	Housekeeping & Laundry Supervisor	20	O.T.A. Supervisor
	Maintenance Foreman		Captain DOC
	Social Service Worker		Unit Manager DOC
10	Secretary I		Physical Therapist
	Assistant Director of Dietary Services		Registrar of Deeds (elected)
	Master Electrician	21	Assistant Director of Nursing
	Master Plumber		Director of Finance
	Carpentry Supervisor		Nurse Practitioner
	Corporal		Assistant Superintendent
			County Coordinator
		22	Facilities Director
		23	Dir. Rehabilitative Services
			Program Director DOC
			<i>(continued)</i>

24	County Attorney (elected)
	High Sheriff (elected)
25	Director of Nursing
26	Director of Human Resources
27	Superintendent DOC.
28	SCHC Administrator
29	<i>None</i>
30	County Manager

11. NON-BARGAINING WAGE SCALE (AS OF 7/1/15)

Grade	Hourly		Annualized (40 hours/week)		% Between Grades
	Minimum	Maximum	Minimum	Maximum	
1	\$ 10.81	\$ 16.21	\$ 22,484.80	\$ 33,716.80	
2	\$ 11.46	\$ 17.18	\$ 23,857.60	\$ 35,734.40	6%
3	\$ 11.71	\$ 17.54	\$ 24,356.80	\$ 36,483.20	2%
4	\$ 11.91	\$ 17.88	\$ 24,772.80	\$ 37,190.40	2%
5	\$ 13.34	\$ 20.02	\$ 27,747.20	\$ 41,641.60	12%
6	\$ 13.63	\$ 20.44	\$ 28,350.40	\$ 42,515.20	2%
7	\$ 14.97	\$ 22.48	\$ 31,137.60	\$ 46,758.40	10%
8	\$ 15.29	\$ 22.93	\$ 31,803.20	\$ 47,694.40	2%
9	\$ 15.60	\$ 23.36	\$ 32,448.00	\$ 48,588.80	2%
10	\$ 15.90	\$ 23.85	\$ 33,072.00	\$ 49,608.00	2%
11	\$ 16.54	\$ 24.80	\$ 34,403.20	\$ 51,584.00	4%
12	\$ 17.18	\$ 25.80	\$ 35,734.40	\$ 53,664.00	4%
13	\$ 18.91	\$ 28.38	\$ 39,332.80	\$ 59,030.40	10%
14	\$ 19.30	\$ 28.94	\$ 40,144.00	\$ 60,195.20	2%
15	\$ 19.69	\$ 29.51	\$ 40,955.20	\$ 61,380.80	2%
16	\$ 20.28	\$ 30.40	\$ 42,182.40	\$ 63,232.00	3%
17	\$ 20.67	\$ 31.02	\$ 42,993.60	\$ 64,521.60	2%
18	\$ 23.22	\$ 34.80	\$ 48,297.60	\$ 72,384.00	2%
19	\$ 23.22	\$ 34.80	\$ 48,297.60	\$ 72,384.00	0%
20	\$ 23.67	\$ 35.50	\$ 49,233.60	\$ 73,840.00	2%
21	\$ 26.02	\$ 39.05	\$ 54,121.60	\$ 81,224.00	10%
22	\$ 26.29	\$ 39.42	\$ 54,683.20	\$ 81,993.60	1%
23	\$ 26.55	\$ 39.82	\$ 55,224.00	\$ 82,825.60	1%
24	\$ 27.07	\$ 40.60	\$ 56,305.60	\$ 84,448.00	2%
25	\$ 27.36	\$ 41.02	\$ 56,908.80	\$ 85,321.60	1%
26	\$ 27.63	\$ 41.44	\$ 57,470.40	\$ 86,195.20	1%
27	\$ 30.39	\$ 45.59	\$ 63,211.20	\$ 94,827.20	10%
28	\$ 33.43	\$ 50.14	\$ 69,534.40	\$ 104,291.20	10%
29	\$ 41.83	\$ 57.68	\$ 87,006.40	\$ 119,974.40	13%
30	\$ 51.35	\$ 67.18	\$ 106,808.00	\$ 139,734.40	14%

12. COLLECTIVE BARGAINING UNIT WAGE SCALE (AS OF 7/1/15)

Grade	Hourly		Annualized (40 hours/week)		% Between Grades
	Minimum	Maximum	Minimum	Maximum	
1	9.69	14.54	\$ 19,767.60	\$ 29,661.60	0%
2	10.28	15.41	\$ 20,971.20	\$ 31,436.40	6%
3	10.49	15.72	\$ 21,399.60	\$ 32,068.80	2%
4	10.69	16.04	\$ 21,807.60	\$ 32,721.60	2%
5	11.97	17.96	\$ 24,418.80	\$ 36,638.40	11%
6	12.23	18.31	\$ 24,949.20	\$ 37,352.40	2%
7	13.43	20.16	\$ 27,397.20	\$ 41,126.40	9%
8	13.71	20.56	\$ 27,968.40	\$ 41,942.40	2%
9	13.99	20.96	\$ 28,539.60	\$ 42,758.40	2%
10	14.24	21.40	\$ 29,049.60	\$ 43,656.00	2%
11	14.83	22.24	\$ 30,253.20	\$ 45,369.60	4%
12	17.89	26.83	\$ 36,495.60	\$ 54,733.20	17%
13	16.96	25.46	\$ 34,598.40	\$ 51,938.40	-5%
14	20.06	30.11	\$ 40,922.40	\$ 61,424.40	15%
15	17.66	26.47	\$ 36,026.40	\$ 53,998.80	-14%
16	18.19	27.25	\$ 37,107.60	\$ 55,590.00	3%
17	18.53	27.82	\$ 37,801.20	\$ 56,752.80	2%
18	20.81	31.21	\$ 42,452.40	\$ 63,668.40	11%
19	20.81	31.21	\$ 42,452.40	\$ 63,668.40	0%
20	21.22	31.84	\$ 43,288.80	\$ 64,953.60	2%
21	23.34	35.02	\$ 47,613.60	\$ 71,440.80	9%
22	23.59	35.36	\$ 48,123.60	\$ 72,134.40	1%
23	23.80	35.72	\$ 48,552.00	\$ 72,868.80	1%
24	24.29	36.42	\$ 49,551.60	\$ 74,296.80	2%
25	24.52	36.79	\$ 50,020.80	\$ 75,051.60	1%
26	24.79	37.16	\$ 50,571.60	\$ 75,806.40	1%
27	27.24	40.90	\$ 55,569.60	\$ 83,436.00	9%
28	29.98	44.97	\$ 61,159.20	\$ 91,738.80	9%
29	37.51	51.73	\$ 76,520.40	\$ 105,529.20	13%
30	46.04	60.24	\$ 93,921.60	\$ 122,889.60	14%